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4 September 1957

SUBJECT: Review of the Activities of the Office of Personnel

1. Brigadier General John F. Cassidy (Retired) of the Killian Committee arrived at the Office of Personnel at 1000 on Wednesday, 28 August 1957. Mr. Stewart, [ ] and the undersigned were present.

2. General Cassidy opened the meeting by stating that he had gone over the answers to the forty-six questions that had been submitted, and that he had seen detailed charts in the Office of the Deputy Director (Support) and had carefully reviewed the Office of Personnel chart.

3. Mr. Stewart gave a description of the job which was required of the Deputy Director for Personnel for Plans and Development. There were no questions in connection with the Career Service system, but General Cassidy asked if employees had access to their own records, and he was told that they did not. He asked if we had ever had any trouble with the draftee problem, and the arrangements with the Selective Service people was explained in some detail to him.

4. He had no questions in connection with the explanation of the functions of the Contract Personnel Division.

5. The functions of the Personnel Assignment Division were then explained to him. He asked if we had standardization of job sheets and was told that we did but did not have the exact MOS system that the Army used. Our own qualitative analysis system gave us similar information. He then asked questions on foreign born husbands and wives of employees and was told of our present policies with relation to marriage of employees to foreign citizens. He then asked questions on the JOT Program and our approximate losses by attrition. He then asked questions on the selection panels and the methods of promotion. Mr. Stewart handled this question extremely well and satisfied General Cassidy. He asked if promotion ever involved the crossing of the lines of the various Deputy Directors' Offices. He was told that it did occasionally, and that it occurred in transfers from the Office of the Deputy Director (Intelligence) to the Office of the Deputy Director (Plans) more frequently than in any other Offices. He asked if a man transferred from the Office of the Deputy Director (Intelligence) to the Office of the Deputy Director (Plans) for a special job would always have to remain in the specialty to which he was transferred. Mr. Stewart told him that he would not necessarily remain in a narrow job because the specialty frequently involved broad experience. Mr. Stewart then told him that we tried to give people of

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this character broad experience. General Cassidy then asked if there was a chance for more rapid advancement in one element in the Agency than in another, and Mr. Stewart replied that the Office of the Deputy Director (Plans) still offered the best chance of advancement. General Cassidy then said that he had found in his survey of the Office of the Deputy Director (Plans) that there seemed to be large numbers of monitors who were pushing papers up and down in nearly every office. He asked why such a monitor or monitors could not give the intelligence information that was now given by the DD/I's representatives in the field area. He felt that there was considerable duplication of the collection effort.

6. He had no questions of importance on the functions of the Benefit and Claims Division or the Records and Services Division.

7. He asked normal questions on the Personnel Evaluation Division and was told that it was our own system based upon the general Civil Service type of format. He was then told about the Military Personnel Division, and he asked if we had a quota in the Department of Defense. He was told that we did, and that it changed a little each year. He then asked the usual question as to why we had to have military personnel, and he was told that one reason was to fill jobs that required military specialists, and two, to assist in planning where we were involved with any one or all of the Armed Forces. He then said that since the IAC Group were involved in all sorts of planning activities why shouldn't they have a subcommittee who would plan for CIA instead of having the planning activity under our own control. Mr. Stewart said he did not think such a committee would work, and General Cassidy did not pursue the question further. He then asked if the military in general were happy after they had gotten broken in on the job, and he was told that they were, and that their morale had improved very much in recent years, and that they usually seemed satisfied when they left. There might be something else that they would say when they returned to their own unit, but that we could not control. He asked if we had any trouble with placement of military personnel, and he was told that we now had that problem pretty well solved, and that it was unusual for a military man to complain of a bad assignment.

8. General Cassidy then said he had a number of general questions, the first being the accusation by the Inspector General that the Office of Personnel had a very large overhead and what was the justification for it. Mr. Stewart replied that since the day of the report, there had been a reduction in this so called overhead, and that in addition to that, he felt that some of the positions which were charged to personnel should properly be straight administrative positions. Mr. Stewart went on to say that the Office of Personnel had never been fully informed as to what size organization was required, and that he had never been fully informed of just what was expected from the viewpoint of the Office of Personnel in relation to the strength of the Agency, and that he did not agree with the Inspector General's criticism. General Cassidy then asked if he had

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25X1  
ever been given a figure to which he must reduce, and Mr. Stewart said that he had not. General Cassidy then went on to say that the Director had told the Committee that he would make a "substantial" reduction, but that such a reduction would not be [redacted]

9. The next general question concerned any difficulty that we were having in holding the middle grade levels of personnel. Mr. Stewart said yes that this was a very serious problem particularly with reference to agent handlers who were hard to get and to train and to hold, and that in general levels from nine to eleven were difficult to maintain at full strength. The question was then asked if the Language Incentive Program was satisfactory, and he was informed that it had just started and that there was every indication, and it was improving. Mr. Stewart gave a rather detailed report on language needs in the Agency. The last question was how could we justify our grade levels being about two grades above the rest of the Government. He was told that, first we felt that we required higher grades than other Government agencies, and secondly that if we were compared with State and ICA that it would be found that we were not two grades above those two agencies but were only a little above their average.

10. It was my opinion that General Cassidy was satisfied with the presentation of the Office of Personnel. He was obviously very much interested in any steps that were being taken to reduce numbers, and he has evidently some convictions regarding duplication of intelligence effort by the elements in DD/P and DD/I.

[redacted]  
Deputy Director (Support)

A-DD/S:HGR:ecb (4 Sept. 1957)

Distribution:

- ✓Original - DD/S Subject
- 1 - SPA-DD/S
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- 1 - DD/S Reading
- 1 - IG
- 1 - D/Personnel